



IMPROVING DIGITAL ADVERTISING EXPERIENCES

WITH LIQUID CREATIVITY

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REFINERY29

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FOREWORD – AN INDUSTRY CALL TO ACTION FOR LIQUID CREATIVITY



ANNA BAGER,
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AN INDUSTRY-WIDE COLLABORATION TO IMPROVE DIGITAL ADVERTISING EXPERIENCES

We in digital advertising live in an increasingly mobile and multiscreen world where content and advertising messages can be consumed anywhere; the sight, sound, and motion of digital video offer unparalleled opportunities to tell a brand story. Data—and the technology and expertise to transform that data into actionable insights—offer the modern marketer tools of unprecedented scope and power.

Despite these promising trends, our industry's net efforts have resulted in many user experiences that are unsatisfactory, or worse.

The challenge lies in how to unlock creativity to engage and delight consumers by delivering the most relevant message at the right time and place. In 2013, IAB President and CEO **Randall Rothenberg** issued an industry-wide call to action in support of "digital creativity." Today, as audiences increasingly consume media on multiple devices, summoning solutions that acknowledge this new reality is paramount.

The shift to a mobile-first consumption pattern is nothing short of revolutionary in its implications. Far from just another checkbox, the new paradigm requires immediate, practical, creative solutions from everyone in the industry and adds exponential complexity to an already monumental task, pushing our industry to innovate and develop creative solutions that elevate the quality of user experience.

David Doty, IAB EVP and CMO, coined the term "liquid consumer" in 2013 to describe the phenomenon where audiences no longer live within a single medium, device, or channel, but rather migrate, instinctively following their passions for content across platforms, wherever it may live. Today, as we focus on user experience, Doty suggests, "Liquid creativity are solutions that are flexible, additive, responsive to any screen, and that help tell a consistent brand story, providing relevance, value, and the best possible user experience to liquid consumers."

This white paper serves as a platform to share insights from interviews with senior leaders in the industry on the best practical ways to improve user experience. These experts represent creatives, publishers, brands, and technologists from the U.S., Asia, and South America. They offer actionable takeaways to improve user experience and thought-provoking perspectives to further spark creative thinking and serious commitment to serving the liquid consumer of the future.

Let's champion liquid creativity, new thinking, and innovations as our long-term vision and rally the industry together from all sides to create better user experiences, deliver higher value to the liquid consumer, and enable brands to tell more engaging and compelling stories. I hope you will join us in this vital endeavor.

FOREWORD – AN INDUSTRY CALL TO ACTION FOR LIQUID CREATIVITY (cont.)



RYAN McCONVILLE,
President and
Chief Operating Officer



CREATIVITY ON MOBILE: STOP RECYCLING, START REINVENTING

They're our 24/7 newsstands, social lives, organizers, mailboxes, photo albums, jukeboxes, and, oh yeah, telephones. Yes, I'm talking about our mobile devices. The most personal tech that has ever existed, but a powerful new advertising medium, too. That's an exciting opportunity for all of us, but one fraught with challenges. How do you find the right moments to advertise without being perceived as interruptive?

In a recent survey of more than 3,000 consumers in the UK, France, and Germany, over half considered mobile ads "more intrusive" than desktop or even tablet ads. In fact, 37 percent of those surveyed "expect" mobile ads to be more relevant, i.e., more personalized, than ads on other devices. And another 40% want to see more creativity in mobile ads.

All this adds up to a single loud, clear message: We need to get more innovative with mobile ad formats and concepts. And we need to do it fast. The rise of mobile ad blocking is strong evidence that we haven't been prioritizing user experience highly enough.

Obviously we need to be thinking mobile-first as we create campaigns. Swiping, scrolling, and selfie capabilities enhance engagement and can only happen on a smartphone. We also need to be consumer-first in our approach. Squeezing a 30-second TV spot onto a 3" screen before a 60-second video isn't working. Most people watch their phones in portrait mode and have 8-second attention spans.

We can't recycle. We must reinvent.

This isn't just a change in philosophy. It's a change in practice that includes collecting new device-specific insights, using data more wisely, fusing creativity and technology more fluidly, and brainstorming across more partners—brands, publishers, creatives, agencies, developers, social, search, and more. It's time, basically, for an all-hands-on-deck approach that shifts mobile advertising into a more positive light for consumers.

This will benefit us all—as professionals, of course, but also as people who use our smartphones just like our audiences do.

Survey source: Anne Freier, "Consumers demand more engaging and creative mobile ads," mobyaffiliates, February, 2016



MELISSA GOIDEL,
Chief Revenue Officer



REFINERY29

USER AS GUEST: INVITING CONSUMERS INTO YOUR BRAND'S 'HOUSE'

At Refinery29, we share the same philosophy as the world's finest retailers and merchants—our users are our special guests. When they visit, we welcome them into our home, and, by employing this approach, we have successfully built the global brand for this generation of women.

Today, consumers have more media choices than ever; therefore, consumers are "liquid" and we are required to attract, engage, and retain our audience by offering content that is considerate of their needs, in a welcoming, comfortable environment. We know we cannot make her watch an ad, or consume any piece of content. We therefore invest in experiences, storytelling, and valuable content based on user passions; not media box technology that tries to force an audience to view advertising. Refinery29 strives to add value to consumers' lives.

In this age of endless choice, media owners need to be great hosts. We must create destinations where people want to visit and stay and, as their hosts, we must offer content they value.

Here's what great hosts do:

1) Great hosts keep in mind what their guests want. Don't assume anything. Always ask. Stereotyping is a bad idea.

2) Great hosts invite other, considerate guests. By working with brands that make sense for your audience, your brand partners will succeed, and you add value to the purchase decisions your audience makes.

3) Great hosts are consistent when guests visit. Whether via mobile or desktop, in articles, video, or imagery, online or experiential, our users should know what to expect.

We at Refinery29 hope you will find this white paper as valuable as you would find the blueprint for a new home.

IMPROVING DIGITAL ADVERTISING EXPERIENCES WITH LIQUID CREATIVITY

USER EXPERIENCE AND THE LIQUID CONSUMER

The new “liquid consumer” paradigm—a sea of agnostic users flowing instinctively and effortlessly to the content they crave, wherever, whenever, without regard for platform or device—confers far greater options and power to consumers.

According to May 2016 comScore statistics, the average household has 10 active devices, from TV sets to smartphones, from OTT devices to gaming consoles. Households with more than 4 people now have 18+ active devices.

Delivering the right message at the right time and the right place is a difficult enough task. Today, successful messages must resonate with individual users where each moment of contact is unique, yet at tremendous scale. Any message that doesn’t resonate has the potential to irritate rather than delight.

With ad blockers, consumers are now armed with powerfully simple tools that offer the ability to opt out of the digital advertising economy entirely. According to Mary Meeker’s 2016 Internet Trends Report, ad blocking software use is surging worldwide. 420 million people now use mobile ad-blockers, especially in China, India, and Indonesia, up 94 percent in the past year.

“We have to recognize that consumers are firmly in control. She has more choices than ever before. The thumb is mightier than the mouse in the sense that it is much quicker to swipe. We’ve got to fight for relevance in a landscape that is too often chaotic, distracting, and annoying.”

**—LOU PASKALIS, Senior Vice President,
Enterprise Media Executive, Bank of America**

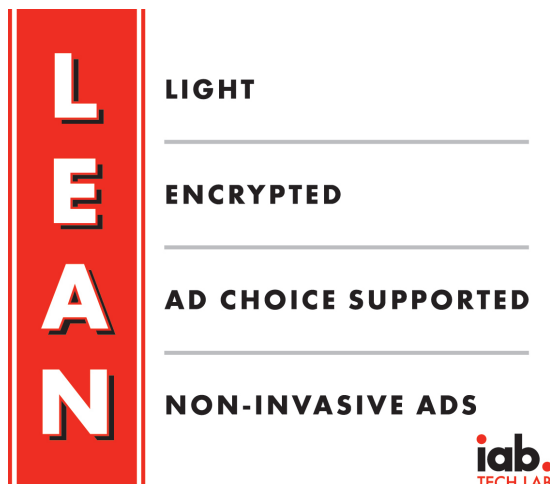
The rise of the use of ad blockers is, according to the industry experts

interviewed, a direct consumer response to poor user experiences with digital advertising.

Michael Lebowitz, Founder and CEO, Big Spaceship, attributed ad blocking to negative value exchanges in digital advertising. “In digital, the value exchange has not gotten better; it is getting substantially worse. It’s a hole the publisher of the content, advertising, and tech industry have dug for themselves. Nobody should be surprised this is happening—we added negativity with more tracking and more cookies; we increased negative values to consumers progressively instead of adding new value to them. The impact of advertising is even more personal and thus more interruptive on mobile.”

Far too often, understandable desires to maximize yield combined with ever-increasing technical means to do so has combined to manifest in an advertising ecosystem that has not put the user experience first, or even second or third.

USER EXPERIENCE AND THE LIQUID CONSUMER (cont.)



Of course, among the 283 individuals from brands and media agencies IAB surveyed for this paper, an overwhelming majority (88%) believe that providing a positive user experience to consumers is essential. This realization of the need to elevate consumer experience serves as a critical inflection point, presenting a vital and necessary opportunity for the industry to refocus. In response to ad blocking, IAB introduced the LEAN Ads Program to encourage the industry to provide light, encrypted, ad choice supported, non-invasive ads. Following these principles and contributing to their development and maintenance are important first steps in improving user experience and providing long-term stability for the industry.

SEAMLESS ADVERTISING EXPERIENCES FOR THE LIQUID CONSUMER

One of the persistent themes that emerged from interviews with industry leaders was that creating a positive user experience for the liquid consumer requires content that seamlessly blends into the multitude of touchpoints. Positive—and thus, effective—advertising experiences for the liquid consumer require establishing a value exchange in the user's favor, offering users more choice and control.

"In the hospitality business, great hotels should always have a sense of humility with their customers. Because they are there to serve, never to intrude. You have to think digital is a hospitable act with your customer, and digital advertising should be that way too. When you start to have that frame of reference, that will start changing your strategies in the ways you think about your customer in a much more 'service to' vs. a 'market to' mentality."

— **BRIAN KING, Global Officer, Marriott Signature Brands & Global Sales**

In order to satisfy the user who wields ever-greater power, content experiences must be useful, usable, and delightful, suggests **Lars Bastholm**, Global Chief Creative Officer, The ZOO at Google. "Useful—it actually serves the purpose; usable—it's easy for consumers to respond to whatever advertising that comes to them; delightful—it's better than they ever expected. We need to keep users top of mind in absolutely every single thing we do and give them the choice and recognize that they are in control."

Liquid consumers flow inevitably toward their desires and render continuous judgment on the value exchange that advertising offers.

Consumers are sophisticated about what constitutes a fair trade—what they give up in terms of time, attention, and data, and what they get in return.

"It's now this subconscious math we all do, and if it feels fair, it's okay," said **Tom Markham**, Executive Creative Director, BBDO. "But as soon as it feels like ads are demanding too much, it becomes infuriating. The goal from a creative point of view is to make ads where that subconscious math doesn't even kick in, because the thing is so entertaining or so useful rather than something they have to endure."

Two keys to balancing the value exchange are to deliver engaging content that creates emotional connections between the brand and the user, and to connect content to context, sometimes in unexpected ways.

"A good campaign touches your heart and connects on the emotional level. As a result, you remember it and relay it through word of mouth," according to **Maryam Banikarim**, Global Chief Marketing Officer, Hyatt Hotels Corporation. "Getting great creative is critical. Great storytelling is incredibly engaging and digital further enables that. The paradigm hasn't changed; the choices have changed. The need to connect with consumers hasn't changed, just different ways of doing it today."

Offering a seamless experience entails "creating the original content that stands out, content that provides utility, or provides the entertainment experience your target audience wants but they didn't know they wanted," suggests **Alexa Christon**, Head of Media Innovation, GE. She adds, "That's the gold standard, really finding that white space, having that surprise, delight, 'aha' moment from consumers."

Creating an effective advertising experience for the liquid consumer requires efforts that harmonize across all channels conveying consistent brand messages. Bank of America's **Lou Paskalis** describes this cross-platform, cross-channel opportunity as the "Holy Grail." He says "It's an increasingly agnostic world about screens; the consumer is fluidly moving between watching a video on Amazon on the shuttle bus and watching it at home on the big-screen TV, then watching on a tablet in bed... why can't I be a participant in all these experiences? Let me tell the story across channels, across screens."

Serving today's liquid consumer requires developing end-to-end experiences that meet user needs at each stage, navigating many pitfalls along the way, leveraging ever-growing knowledge about each touchpoint to anticipate intelligently and fulfill user desires.

According to **Brad Brinegar**, Chairman and Chief Executive Officer, McKinney, a seamless advertising experience should "eliminate the distance between desire and purchase, looking at the end-to-end experience from creation of desire to fulfillment of consumer desire." What's challenging today is that consumers don't just want choices; they expect and demand choices. For Marriott's **Brian King**, "How you play well with others in the sandbox is critical. That's what I respect for all the people that work for us—you are going to have video, digital display, search... all the stuff is going to harmonize together, they all have different yet unified objectives. Specialization and connectivity is what I am looking for."

Cheil OpenTide's Chief Creative Officer **Peter Shen** believes we can distill traditional marketing steps from awareness to purchase into three essential steps where digital has particular advantage and opportunity: 1) how to tell the story better, 2) how does the storytelling create a connection and relationship between the brand and the consumer, and 3) converting to buy on e-commerce. "Digital advertising experiences can achieve the full circle from storytelling to conversion, providing the highest ROI."

"Making good content is hard and expensive. In addition, we have to make sure it is contextualized—good for the right people at the right time, the right place. Delivering on-demand experience is critical."

—BEN LERER, Managing Partner, Lerer Hippeau Ventures; Founder and CEO, Thrillist Media Group

"The content is native to its context, trying to tie together the media fragmentation all brands are suffering from. You have to stop thinking of these channels or you will go crazy. It's about having a strong point of view about where and how you behave, and the connectivity as a constant between these behaviors."

MICHAEL LEBOWITZ, Founder and CEO, Big Spaceship

A UNIQUELY MOBILE-FIRST WORLD

Mobile as a one-on-one content experience is significantly more personal than traditional advertising touchpoints. According to the IAB Digital Usage Trend Report Full Year 2015, mobile accounts for 65% of total online time spent on a monthly basis, including both mobile browsers and apps. A mobile-first world where those personal moments are available to marketers more than ever offers tremendous opportunity to build more long-term, emotionally resonant connections between consumers and brands.

"Instead of taking the concept of 'multiple screens,' we should use the concept of 'multiple moments,' because the device we use depends on these moments and their motivation. Mobile is the first screen for obvious reasons: we wake up and go to bed with our mobile phone, take it to places where other devices had no access to previously, such as the bathroom, and it is the most personalized and accurate of all devices. The consumer has adopted mobile as his/her first means of contact and then other devices, depending on the moment in which he or she is."

—DIEGO RUBIO, General Creative Director, Latin3

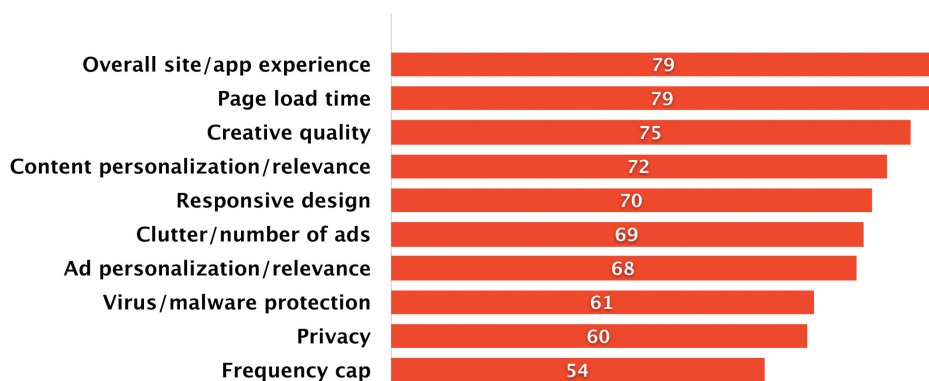
"The mobile screen is very different from traditional media, a far more intense one-on-one experience," according to **Susan Credle**, Global Chief Creative Officer, FCB. "If you think of television, radio, outdoor, it's not 100% interruptive of your life; when I am on the mobile, it's such a one-on-one experience, the advertising interruption is far more obvious, which is why we have to be far more respectful."

The majority of individuals from brands and media agencies surveyed for this paper say overall mobile experience is of critical importance, with creative quality, contextual relevance, and responsive design also registering top of mind when user experience is evaluated on mobile devices. (Fig. 1)

(Fig. 1)

- Q: Thinking of user experience with advertising on mobile in particular, how important is each of the following aspects when it comes to advertising experience?

Rated "important or very important" by 283 ad buyers (%)



But even in what passes as common wisdom, there are deeper questions to consider. “What does mobile really mean?” asks **David Sable**, Global Chief Executive Officer, Y&R. “Everything is mobile today; everything is untethered.” The difference is context: “If I am sending you video while you are walking, I completely miss the point. Walking and looking—the moment is important to me. The notion of context and people is really important; context and motivation, context and activity, it’s critical.”

Steve Wax, Managing Partner, The Cooke Wax Partnership, believes that a mobile-first landscape demands native content, “in order to provoke people, move and engage them. Build into the experience you already have on mobile, while understanding the utility unique to mobile.”

When looking at optimizing user experience for the mobile-first liquid consumer, creative leaders emphasize that responsive design is a necessary but not sufficient condition. **Susan Credle** from FCB suggests, “If you don’t get the design right in the mobile-first world, you will miss the largest audience. If users have to do all the work, scrolling, moving back and forth on mobile, the odds of me sticking with you is small. The mobile-first world has a lot to do with UX, understanding design over creatives.”

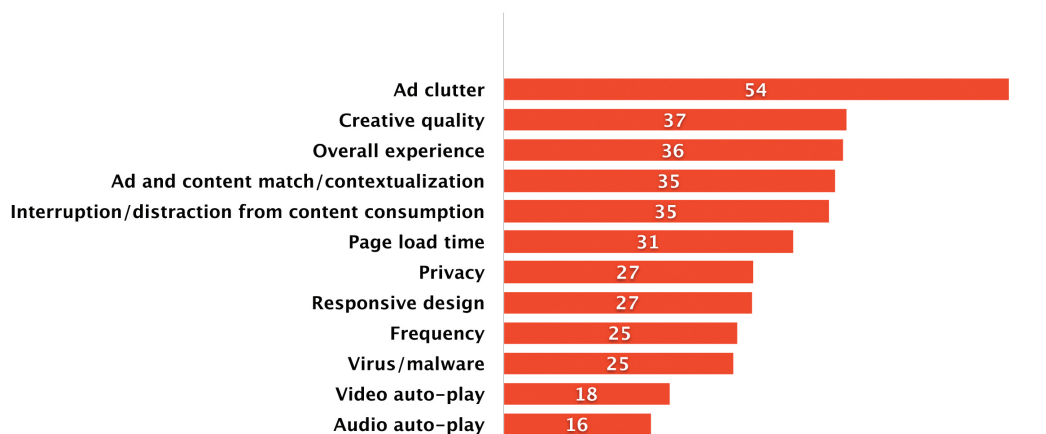
IMPROVING USER EXPERIENCE: CHALLENGES

While improving digital advertising experiences for the liquid consumer presents an incredible opportunity, there are of course hurdles to overcome. Among the 283 individuals from brands and media agencies surveyed for this paper, nearly three quarters (73%) cited user experience as one of the major challenges facing digital advertising today. They identified ad clutter, quality of creative, and interruptive qualities of ads as among the top barriers to improving user experience. (Fig.2).

(Fig. 2)

- Q: What are the challenges you see in terms of digital advertising experience in a multiscreen environment?

Main Challenges according to 283 ad buyers (%)



IMPROVING USER EXPERIENCE: CHALLENGES (cont.)

It is noted that low quality ads have disrupted ecosystem equilibrium, polluting the pool for even the most responsible and user-focused actors. **Mark Howard**, Chief Revenue Officer, Forbes Media, expressed his view that “bad actors have been infinitely adding supply and completely threw off the stability of the supply and demand curve. The ability to use technology to find audiences as the potential replacement for context, the contextual alignment really negatively affected the marketplace and put pressure on publishers, causing a downward spiral in terms of pricing. Combined with issues around viewability and ad blocking, it’s forcing everybody to think of user experience.”

Lou Paskalis from Bank of America sees his top challenge today as the presence of walled gardens. “Walled gardens are an existential threat to the marketing industry. When more than one out of two impressions I am serving today are into walled garden environments, I can’t know where I am in the story. I lose the fundamental advantage I have, the one advantage I have in the battle for relevance, which is data. This consumer’s friend’s video is going to beat me every time unless I come up with something more relevant to this target consumer. When Facebook or Google blocks me from knowing that, I have to work around that. I can’t orchestrate across my ecosystem, that’s the biggest problem.”

Marketers, constantly under pressure to deliver results, must balance scale with customized solutions for liquid consumers. For **Marisa Thalberg**, Chief Marketing Officer, Taco Bell, “the overarching challenge is that the number of touchpoints is exponential, a complete burden from the budget standpoint, human resources standpoint, just the scale standpoint. You know you can’t do everything; you want to be where the consumer is but you really can’t be everywhere. The hard part is to figure out how to scale it quickly.”

CONCLUSION / TAKEAWAYS

Despite the formidable difficulties caused by the paradigm shift of the liquid consumer, industry leaders interviewed for this paper are optimistic about the promise of digital for communicating compelling brand stories.

1

KNOW THE AUDIENCE. Never lose sight of the most important actor in every equation: the end users who are current customers or potential customers. Learn what makes them tick, and treat them like the judge and jury that they are.

"We are in the hands of consumers, conceptually and literally. We no longer pull them. They will pull our ears if we don't do our job well. If we do not get into a conversation that is taking place in the street between two people we don't know, then let's not do that in the digital world. Let's understand, analyze, think first, and then communicate."

—DIEGO RUBIO, General Creative Director, Latin3

"There is a reason that ad blocker was invented. We as an industry have completely gone overboard and started plastering over the content consumers are interested in; it's hard to dismiss that ads disrupt anything we are trying to do. There are always consequences when you piss off the users."

—LARS BASTHOLM, Global Chief Creative Officer, The ZOO at Google

2

INTEGRATE THE RIGHT CONTENT IN THE RIGHT CONTEXT. The already challenging relevance puzzle is growing exponentially more complex. In a continuous fight for relevance, those who persist in understanding and solving the complexities of the liquid consumer will win.

"Publishers have the responsibility of creating an environment to help the advertisers build the brand and drive awareness and consideration metrics; you have to create the right environment in order to receive those creative messages, in a way to respect the consumer and add value, all parties working together, not at odds. That's the Holy Grail."

—MARK HOWARD, Chief Revenue Officer, Forbes Media

"I think contextualization is the first thing to understand when thinking about campaigns that will live on multiple screens. I think each device and each medium has a particular context and usage that must not be overlooked; on the contrary, we must use it for our ideas. Thus the message will be more natural and less invasive."

—DIEGO RUBIO, General Creative Director, Latin3

3

TRANSFORM USER APPROACH FROM TRANSACTION-DRIVEN TO RELATIONSHIP-DRIVEN. Elevate the mindset to approach user experience. Listen to your users. Build long-term relationships with them. Learn from them as a source of inspiration.

"Increasingly in this post-advertising era where we are in now, we have to have a different mindset, which is, Did this one experience add to the overall relationship with the customer and contribute to the business outcome? So this is really moving from the metrics of advertising, which by definition are disruptive, to metrics of CRM, which by definition respect the individual."

—LOU PASKALIS, Senior Vice President, Enterprise Media Executive, Bank of America

"There is a movement away from selling disruptive ads, a good sign of moving away from selling things you object to in exchange for great content. I see more examples of brands seeing themselves as publishers or enablers of great content creation. Brands have to find ways to provide value in order to get consumers attention. Advertising is moving to marketing, storytelling."

—BEN LERER, Managing Partner, Lerer Hippeau Ventures; Founder and CEO, Thrillist Media Group

4

IMPROVE UX DESIGN. Superb UX designs anticipate and fulfill the precise needs and desires of the users, rendering a better and more engaging user experience.

"The industry has to get smart about user design. When it's good, it's because consumers don't feel the advertising, just have a good experience. It's the same for advertisers."

—MARISA THALBERG, Chief Marketing Officer, Taco Bell

"From the publishing standpoint, we've still got a lot of work to do on UX. Also how ads are served up, and to get the exchange right—the amount of time I give to the advertising versus the content I get. Art direction on mobile is moving toward UX design. Art design is a craft; the same craft will be applied to UX."

—SUSAN CREDLE, Global Chief Creative Officer, FCB

5

TAKE RISKS TO INNOVATE, AND ENABLE CREATIVITY WITH TECHNOLOGY AND DATA. Liquid consumers provide a wealth of clues as a roadmap to their desires. Exercising liquid creativity means harnessing the latent power of that data in order to deliver the right messages at the right places at the right times.

"There's no template anymore; every brand is a perfect snowflake far more than it has ever been. Brands are transparent now, that's why harmony vs. dissonance is so important. There is still an amount of risk aversion. The need to take a risk has happened in conjunction with being more on the line in digital. If taking a risk is risky, the risk is the negative impact of not doing it."

—MICHAEL LEBOWITZ, Founder and CEO, Big Spaceship

"Data and creative are two sides of the same coin. Data is essentially a record of something that already happened; an idea is the beginning of something new. You have to have the creative and technology work together. We need to spend time figuring out how it works. It takes the first couple of creative applications of technology to open up the eyes and minds of both sides; it becomes an upward spiral. It's always the first handful of creative executions that open up the playing field and start to set up the tone."

—LARS BASTHOLM, Global Chief Creative Officer, The ZOO at Google

**IMPROVE UPON EFFORTS AT INDUSTRY STANDARDIZATION AND COLLABORATION.**

The quality of the user experience relies on an ecosystem of actors focused on the same goals and coordinated responses. Follow, understand, and participate in the development of industry best practices for providing optimal user experiences.

"Listen to what the issues are—following the industry initiatives, all parties in the ecosystem lean into LEAN. They are not bumper stickers. Take it seriously. Keep your side of the street clean and contribute to the ecosystem regarding that issue."

—JED HARTMAN, Chief Revenue Officer, The Washington Post

"We put a gate up when people come with an ad blocker. We ask them to whitelist the web in order to come in and then get an "ad light" experience in exchange. Lightweight ads, no interstitials, no auto-play pre-rolls—we give them what we feel is an ad light experience in exchange, working with advertisers, following LEAN principles to run their ads in an ad light experience."

—MARK HOWARD, Chief Revenue Officer, Forbes Media

APPENDIX

ACKNOWLEDGEMENTS

IAB is grateful to all the industry experts and senior leaders for sharing their insights and perspectives on the important topic of user experience. Their point of views are invaluable in shaping the direction of the industry. IAB would also like to acknowledge our partners, Kargo (Foreword by Ryan McConville, President and Chief Operating Officer) and Refinery29 (Foreword by Melissa Goidel, Chief Revenue Officer), for their ongoing commitments to improving user experience thorough industry-wide education and collaboration.

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QUALITATIVE METHODOLOGY– IAB conducted in-depth, one-on-one 30-minute interviews with 17 industry leaders across the digital advertising ecosystem, including representatives from creative agencies, publishers, and brands. All interviews were conducted in May 2016.

QUANTITATIVE METHODOLOGY– IAB commissioned The Advertiser Perceptions to field a quantitative online survey with 283 brand marketers and agency buyers (42% marketer, 58% agency). All ad buyers are involved in brand decision-making for digital/online, mobile, and/or TV advertising, and all have plans to spend on national advertising in the next twelve months. The online survey was fielded between May 4 and May 13, 2016.

ABOUT IAB

The Interactive Advertising Bureau (IAB) empowers the media and marketing industries to thrive in the digital economy. It is composed of more than 650 leading media and technology companies that are responsible for selling, delivering, and optimizing digital advertising or marketing campaigns. Together, they account for 86 percent of online advertising in the United States. Working with its member companies, the IAB develops technical standards and best practices and fields critical research on interactive advertising, while also educating brands, agencies, and the wider business community on the importance of digital marketing. The organization is committed to professional development and elevating the knowledge, skills, expertise, and diversity of the workforce across the industry. Through the work of its public policy office in Washington, D.C., the IAB advocates for its members and promotes the value of the interactive advertising industry to legislators and policymakers. Founded in 1996, the IAB is headquartered in New York City and has a West Coast office in San Francisco.

